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Changing Leadership: Managing Workforce Loyalty in Rivers State Public Sector Organisations

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Abstract:
The study used a correlational research design and with a cross-sectional approach targeted the top, middle and lower level management of selected parastatals of the Rivers State Statutory agencies viz: River State Waste Management Agency, Rivers State Microfinance Agency, River State Fire Service Agency and Rivers State Public health Board. 103 management personnel were censored and used as the sample for the study. The content validity of the study instrument was achieved using supervisor's vetting and approval while the internal consistency of instrument was achieved using the Cronbach Alpha coefficient with all the items being above 0.70. Data was analyzed and results presented in using tables, mean and standard deviation. The hypotheses were tested using the Spearman Rake Order Correlation. The study found out that there is a significant positive relationship between Leadership Change Management and Employee Loyalty. More specifically, all the dimensions of Leadership Change Management and all the measures of Employee Loyalty were positively correlated. Organizational culture and structure were identified as significant moderators for leadership change management and employee loyalty in the Rivers State public sector organisations.

Keywords: Succession planning, procedural justice, change communication, employee loyalty, employee retention

1. Introduction

The public sector ministries and parastatals in Nigeria have been predominantly under recent review by subsequent administration because of the rising cases of conflicts between new leadership and existing workforce. Top management has often been confronted with the continual problem of managing change in leadership and employee behaviour towards that change. It is true that change is one permanent phenomenon that society seems to appreciate, but what is more difficult to handle is the consequences or aftermath of such change. When changes are better handled, the consequences arising there from can also find commensurate landing. (Bold, 2010). The most critical and disturbing of recent times is the change in leadership of government organisations which has been assessed to be enveloped in more resistance than acceptance. The implementation of any change process often has problems if improperly framed by top management. It is the top management that implements the leadership change strategy of the organization. Change and leadership are inseparable and it is a necessity. The inability of the management to facilitate succession plan appropriately is due largely by the failure to appreciate that leadership change is a subject of serious management strategies. Some factors such as systemic corruption and greed have become the major bane of leadership change management. Nwinyokpugi (2017) had informed, in his earlier work that the implications of leadership change can manifest in employees loafing, workplace conflicts and loss of commitment. This position demands that managing leadership change is very important if the public organizations expect employees to achieve functional bond for goal achievement. The inability of the management to communicate and implement the leadership change process successfully without losing their key employees is a strategic activity that public sector organisations need to possess. The bond that keeps the workforce together as a family leads to trust and respect, which enhances willingness to collaborate and perform well together. In this case, the focus is to extract employee bonding using the instrument of managing the consequences of leadership change. The institutional culture of the public sector in the given state or nation determine how leadership change are effectively managed to forestall negative consequences that are capable of eroding positive work employee bonding.

2. Literature Review

Change in any organization of human endeavor can be seen from three frames of reference. It can be identified in terms of it means as a transition strategy. This deals with the operational aspect of work like moving from the point of deficit to a point of possible success. Secondly, change can be a systematic process for innovation and creativity. As a systematic process, change management is the formal adoption and defining of corporate process for administration, hierarchy and business structure, strategies on how to deal with both internal and external changes. Then it can be identified in terms of competitive tactics: As a competitive tactics, change aligns the strength and weakness of the firm;

with its opportunities and threat and with its competitors in the marketplace on a continuous process and in a responsive and effective manner.

2.1. Succession Planning

Succession planning affects employee loyalty to a great extent. An effective implementation of a succession plan helps to build strong leadership and departmental relationships and as well enable an organization to frequently review the organizational goals. The succession planning of the organization has a lot to do with the employee behaviour. When employees understand that the procedure for leadership succession is clear, without any manipulation, they have hope that if more effort is put into the organization activities, certainly the leadership position will get to others. The employee therefore, will behave to an extent of making sure that execution his work is paramount and a major reason for the employment knowing too well that the organization compensates for hard work with leadership position. The dedicated employee does not see the need to terminate the employment appointment because the employee understands that no matter the long years the succession plan of the organization cannot be contrived. Whenan employee knows that succession planning programs is a fair pathway that prepares them for promotion hence gives them the hope that they can occupy a higher position in the future in the event a vacancy is created. For Klein & Salk (2013), succession planning is a strategic planning tool used to address the issues created by individuals' departure as well as to bridge the knowledge gap created by a departure. This definition is in harmony with the position of Hansen & Wexler (1989), that a systematic succession planning occurs when an organization adapts specific procedures to ensure the identification, development, and long-term retention of talented individuals. Therefore, this study will use identification and development as measures of succession planning. (i) Identification: Identification is the same thing as benchmarking. This construct has to do with looking into the future and making plans to replace. Succession planning requires the following identification outlines: Identification of key positions – through the workforce planning gap analysis. Its core position competencies – establish requirement for position incumbent; basis for learning/development plans; means to assess potential candidates. Identification of potential candidates – the identification should be able to diagnose the individual candidate strength and weakness to the organization needs. (ii) Development: The development aspect of succession planning has to do with competencies. The reason for involvement of competences is that the employee should have experience that is commensurate with the higher level position being groomed for. Succession planning should be designed to improve the proficiency in specific competencies. Although the term job competency has different meanings, it can be understood to mean an underlying characteristic of an employee (i.e., motive, trait, skill, aspects of one's self-image, social role, or a body of knowledge) that results in effective and/ or superior performance in a job. Succession planning has to do with competency identification. This is because competency identification is a process of discovering job competencies. Competency assessment is the process of comparing an individual to an existing competency model. A competency model is the result of competency identification. Competency modelis the glue that holds together a succession planning effort. Competencies represent the distinguishing features between high performers and average or below-average performers. A competency model is superior to work-based approaches, which rely on job descriptions of work activities only, by exploring what people need to be successful.

2.2. Procedural Justice

Organizational justice has the distributive justice (that is the content of fairness or employees response to the outcome they receive in an issue) and the procedural justice is (the process of fairness of the obtained outcome or how decisions are made).This study focus is on the procedural justice so that a shift can be made from the mean outcome oriented perspective of justice to means through which ends are obtained. This is because so many authors are of the opinion that the procedure used in achieving the outcome may be more important than the actual outcome itself (Folger & Greenberg, 1985; Folger & Martin, 1986; Martin & Nagao, 1989; Martin & Bennett, 1996). Procedural justice is defined by Greenberg (1996) as employee perception that they were treated fairly in the organization. Procedural justice is employee perception of how fair the policies, procedures, and criteria of the decision are to the employees. These perceptions contain evaluations of formal rules and policies and how these formal rules and policies influence the treatment of organization members. The fairness of a decision judgement is made by a simple process. According to Sheppard, Lewicki, & Minton (1992) there are two principles to judge the fairness of a decision, procedure, or action. They are the judgement of balance and the judgement of correctness. The judgement of balance principle is the comparison of a given decision against other decision in similar situations and equating the outcome with the value they provide for the organization. The judgement of correctness is the quality of the decision which makes it to be seen as right. Procedural justice is focused here with structural and social determinants: Systematic Justice: This procedural justice refers to the accomplishment of justice through structural means. According to Thibaut & Walker (1975) the procedural justice should be structured in a way that the disputant controls the process by which resolution is sought and to a large extent be structured with process and the decision control. The process control refers to the amount of control offered to disputants over the procedures used to settle their grievances. The decision control refers to the amount of control disputants have over directly determining the outcomes. Greenberg & Folger (1983) also posited that in resolution of dispute, the procedures that grants control process of the attainment of outcome are perceived as fairer than procedures that deny process control. This means that employees perceive fairness in a process outcome when the control is given to them than decisions resulting from procedures that denied process control. Leventhal, Karuza, & Fry (1980) opined that procedural justice fairness is also affected by other factors beyond process and decision control. Leventhal (1980) proposed six procedural justice rules that define criteria which allocative procedures must often satisfy before it will be perceived as being fair. The

rules are the consistency rule, the bias-suppression rule, the accuracy rule, the correctability rule, the representativeness rule, and the ethicality rule. The consistency rule dictates that allocation procedures should be consistent and stable across persons and over time. What that means is that similar procedures should be applied to all recipients of reward without any special advantage. The bias-suppression rule dictates that self-interest should be prevented at all points in the allocative process. The accuracy rule dictates that the right information and opinion should be collected with minimum error during the allocative process. The correctability rule dictates that there must be opportunities for modification of the allocative process. The representativeness rule dictates that all phases of the allocative process must have the basic concerns, values, and outlooks of all recipients affected by the allocative process included. The ethicality rule dictates that allocative procedures must be compatible with the fundamental moral and ethical values or standards accepted by that individual. Social Justice: Greenberg (1993) argued that social justice is the justice procedure that entails providing knowledge about procedures that demonstrate regard for people concerns. This is the justice procedure that is of the view that explanations of the procedure used to determine the outcome influence the perception of the procedure used to determine the outcome. Disputant are likely to see the process as fair when a reasonable explanation is provided. Bies, Shapiro, and Cummings (1988) found that perceptions of procedural justice were enhanced only when explanations were believed to be adequately reasoned and sincerely communicated. According to Shapiro & Buttner (1988) they asserted that disputant were likely to perceive rejected request to be procedurally fair when the decision of rejection were based on logically relevant information.

2.3. Change Communication

Communication is a process to send and to change information from sender to receiver, either written, oral or use of communication media. Thus, a change communication is the communication that informs the stakeholders about what is new that will affect their work-life. The level of information with the employees to an extent will influence the employee behavior modification towards work. Lundberg (1990) examined the role of communication in different cases of organizational change, and concluded that organizational changes were facilitated through communication processes. He explained that the role of communication, its process and content differs in particular case because organizations operates in different ways, and experiences different organizational changes. An effective communication strategy during leadership change will serve to provide employees with timely and accurate information. According to Finger (2005) leadership change management is best achieved through the dedicated work of the manager by improving the integrative communication. It creates positive atmosphere that fosters respect and build employee attitude. It opens the line of communication between the management and the employees. It also enables the regular practice of social dialogue and contributes to cooperation and understanding between employer and employees. Integrative Communications sees the employer and the employee as stakeholders and as such should share in the information communication. It tends to remove doubts from the so many employees who wants to be sure of the source of the information and also wants to be carried along with the leadership change. McCroskey & Richmond (1996) stated that communication is the process by which individuals promote meaning in the minds of others by means of verbal or nonverbal messages.

Employee loyalty is the willingness to remain with the organization. Silvestro (2002) defined employee loyalty as a measure of the amount of time one works for the company. According to the Loyalty Research Center, (1990), employee loyalty can be defined as employees being committed to the success of the organization and believing that working for this organization is a function of his/her own survival. Benttencourt, Gwinner & Meuter (2001), defined employee loyalty as an organizational citizenship behaviour that reflects the allegiance to the organization and the promotion of its interests and image to the public. This definition seems to meet the objective for this study and therefore is adopted as the definition for employee loyalty with the following reasons. From the above definition, it could be deduced that employee loyalty does not only emphasize the time the employee spent with the organization but it also include the psychological attachment of employees to their employer. That is to say the extent to which the employee recognizes the objectives of the organization and its work ethics and contribute towards the organization performance. The employee develops an emotional attitude towards the organization on satisfaction that the expectations are met. Thus employee loyalty is an attributes of the employee interests shown in such employee behaviour. In other words, the more satisfied an employee is regarding his or her working environment, the more likely that he or she will develop a sense of commitment towards the organization in general. The after effect is that the employee becomes dependable by always choosing the organizations interest and is willing to make personal sacrifices to a certain extent for the realization of organization's vision and values. These psychological attachments make it difficult for the employee to search for alternative employment and in most cases are not responsive to employment offers.

3. Methods

This study adopts a cross sectional study that is focused on selected public sector organisations in Rivers State, Nigeria. The organisations or parastatals include but not limited River State Waste Management Agency (RSWMA), Rivers State Microfinance Agency (RSMA), River State Fire Service (RSFS) and Rivers State Health Management Board, RSPPSB. A census of all the principal officers embracing one hundred and forty 140 permanent secretaries, directors and deputy directors as well as heads of departments became very relevant due largely to their involvements in leadership change decisions. The method of data collection is the questionnaire method. A five-point Likert scale questionnaire was structured in the close-ended design to enhance respondents input relevance. The study instrument was subjected to the Cronbach's alpha coefficient reliability which provides measures for the internal consistency reliability. The alpha coefficient is expressed in numbers between .00 and 1.0. The alpha value of .00 means no consistency in measurement

while a value of 1.0 means perfect consistency in measures. The study data survey achieved a greater respondents' significance as 92 out of 140 sampled respondents returned their filled questions. Therefore, using the Cronbach alpha coefficient, only items that returned alpha value of 0.7 and above was considered in this study using Statistical Package for Social Science (SPSS). See table 1 below.

S/No	Dimensions/Measures of The Study Variable	No. of Items	No. of Cases	Cronbach's Alpha
1	Succession Planning	5	92	0.798
2	Procedural Justice	5	92	0.846
3	Communication Strategy	5	92	0.716
4.	Employee Commitment	5	92	0.798
5	Employee Retention	5	92	0.843
6.	Organizational Culture	5	92	0.865
7.	Organizational Structure	5	92	0.782

Table 1: Reliability Coefficients of Variable Measures
Source: Research Data Output, 2018

3.1. Data Analysis

Data analysis was facilitated by use of SPSS (Statistical Package for Social Science) Computer package. While qualitative data was analyzed using thematic analysis and Spearman Rank Correlation Coefficient. The eight hypotheses of this study were analyzed using the Spearman Rank Correlation Coefficient. These correlated coefficients were used to measure the strength of relationship between the leadership change management (independent variable) and the employee loyalty (dependent variables).

	N	Min	Max	Mean	Std. Deviation
Leadership Change Management	92	2.40	7.40	4.2899	.68313
Employee Loyalty	92	3.00	5.00	4.2413	.56299
Organizational Culture	92	2.40	5.00	4.3304	.66328
Organizational Structure	92	3.20	5.00	4.6348	.47311
Valid N (list wise)	92				

Table 2: Descriptive Statistics for the Study Variables
Source: Research Data, 2018 (SPSS output, version 21.0)

The data in table 2 above illustrates the descriptive statistics summary for the study variables which are Leadership Change Management (LCM), (Independent variable), Employee Loyalty (EL), (dependent variable) while Culture (OC) and Organizational Structure (OS) (moderating variables).

3.2. Testing of Research Hypotheses

In determining the statistical technique to suit our purpose, we considered Kothari (2004) who argued that when there exists association or correlation between two variables, correlation technique should be used and when there exists cause and effect relationship between two variables in the case of the bivariate population or between one variable on one side and two or more variables on the other side in case of multivariate population, partial correlation technique is appropriate. This was the basis for our choice of the Spearman Rank Order Correlation to test our hypothesized relationships in our study. This section was therefore used to present answers to our research questions and hypotheses. We commenced by first presenting a proof of existing relationships. This is shown in the scatter plot of correlation between the study variables below:
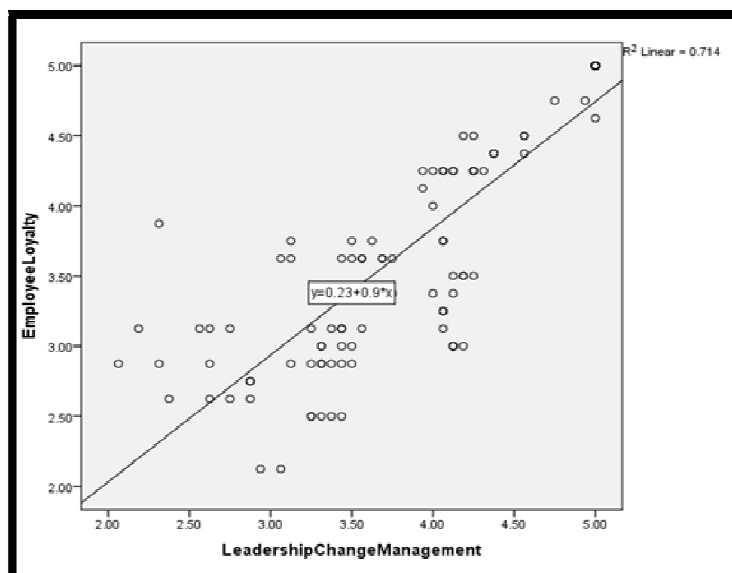
Figure 1: Evidence of Linear Relationship between the Constructs

The apparent pattern of the cases in the scatter plot sloping upwards from left to right is an indication of existing linear relationship between Leadership Change Management and Employee Bonding.

3.3. Presentation of Results on Testing of Hypotheses

The Spearman Rank Order Correlation was calculated using the SPSS 23.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. We used this to answer research questions one to five. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to six, the following rules were upheld in accepting or rejecting our null hypotheses: all the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were rejected and therefore our alternate hypotheses accepted; when no significance is indicated in the coefficient r value, we reject our null hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

			Succession Planning	Employee Commitment	Employee Retention
Spearman's rho	Succession Planning	Correlation Coefficient	1.000	.635**	.796**
		Sig. (2-tailed)	.	.000	.000
		N	92	92	92
	Employee Commitment	Correlation Coefficient	.635**	1.000	.202
		Sig. (2-tailed)	.000	.	.053
		N	92	92	92
	Employee Retention	Correlation Coefficient	.796**	.202	1.000
		Sig. (2-tailed)	.000	.053	.
		N	92	92	92

Table 3: Correlation Matrix for Succession Planning and Employee Loyalty
Source: Research Data 2018
**. Correlation Is Significant at the 0.01 Level (2-Tailed)

The correlation coefficient (r) shows that there is a significant and positive relationship between succession planning and employee commitment. The rho value 0.635 indicates a relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a moderate relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between succession planning and employee commitment. Also, the correlation coefficient (r) shows that there is a significant and positive relationship between succession planning and employee retention. The rho value 0.796 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between succession planning and employee retention.

			Procedural Justice	Employee Commitment	Employee Retention
Spearman's rho	Procedural Justice	Correlation Coefficient	1.000	.691**	. 834**
		Sig. (2-tailed)	.	.000	.165
		N	92	92	92
	Employee Commitment	Correlation Coefficient	.691**	1.000	.202
		Sig. (2-tailed)	.000	.	.053
		N	92	92	92
	Employee Retention	Correlation Coefficient	. 834**	.202	1.000
		Sig. (2-tailed)	.165	.053	.
		N	92	92	92

Table 4: Correlation Matrix for Procedural Justice and Employee Loyalty
Source: Research Data 2018
**. Correlation Is Significant at the 0.01 Level (2-Tailed)

The correlation coefficient (r) shows that there is a significant and positive relationship between procedural justice and employee commitment. The rho value 0.691 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and employee commitment. Also, the correlation coefficient (r) shows that there is a significant and positive relationship between procedural justice and employee retention. The rho value 0.834 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and employee retention.

			Communication Strategy	Employee Commitment	Employee Retention
Spearman's rho	Communication Strategy	Correlation Coefficient	1.000	.749**	.791**
		Sig. (2-tailed)	.	.000	.969
		N	92	92	92
	Employee Commitment	Correlation Coefficient	.749**	1.000	.202
		Sig. (2-tailed)	.000	.	.053
		N	92	92	92
	Employee Retention	Correlation Coefficient	..791**	.202	1.000
		Sig. (2-tailed)	.969	.053	.
		N	92	92	92

Table 5: Correlation Matrix for Communication Strategy and Employee Loyalty
**. Correlation Is Significant at the 0.01 Level (2-Tailed)

The correlation coefficient (r) shows that there is a significant and positive relationship between communication strategy and commitment. The rho value 0.749 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between communication strategy and commitment. The test also shows that there is a significant and positive relationship between communication strategy and employee retention. The rho value 0.791 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between communication strategy and employee retention.

3.4. Multivariate Analysis

For the multivariate analysis, the partial correlation technique was used in testing the moderating effects of organizational culture and Organizational Structure.

Control Variables			Leadership Change Management	Employee Loyalty	Organizational Culture
-none-[a]	Leadership Change Management	Correlation	1.000	.711	.756
		Significance (2-tailed)	.	.000	.000
		Df	0	90	90
	Employee Loyalty	Correlation	.711	1.000	.616
		Significance (2-tailed)	.000	.	.000
		Df	90	0	90
	Organizational Culture	Correlation	.756	.616	1.000
		Significance (2-tailed)	.000	.000	.
		Df	90	90	0
Organizational Culture	Leadership Change Management	Correlation	1.000	.477	
		Significance (2-tailed)	.	.000	
		Df	0	89	
	Employee Loyalty	Correlation	.477	1.000	
		Significance (2-tailed)	.000	.	
		Df	89	0	

Table 6: Partial Correlation Testing for Organizational Culture
a. Cells Contain Zero-Order (Pearson) Correlations
Source: Research Data , 2018 (SPSS Output, Version 21.0)

In table 6 above, the zero-order partial correlation between Leadership Change Management and Employee Loyalty shows the correlation coefficient where organizational culture is not moderating the relationship; and this is, indeed, both high (0.711) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for Employee Loyalty, however is (0.477) and statistically significant (p-value (= 0.000) < 0.05.).The observed positive "relationship" between Leadership Change Management and Employee Loyalty is due to underlying relationships between each of those variables and organizational culture. The study found that both Leadership Change Management and Employee Loyalty are highly positively correlated with organizational culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.477 and it is significant at α = 0.05, therefore we reject the null hypothesis and conclude that: organizational culture significantly moderates the influence of Leadership Change Management and Employee Loyalty.

Control Variables			Leadership Change Management	Employee Loyalty	Organizational Structure
-none-[a]	Leadership Change Management	Correlation	1.000	.711	.713
		Significance (2-tailed)	.	.000	.000
		Df	0	90	90
	Employee Loyalty	Correlation	.711	1.000	.658
		Significance (2-tailed)	.000	.	.000
		Df	90	0	90
	Organizational Structure	Correlation	.713	.658	1.000
		Significance (2-tailed)	.000	.000	.
		Df	90	90	0
Organizational Structure	Leadership Change Management	Correlation	1.000	.459	
		Significance (2-tailed)	.	.000	
		Df	0	89	
	Employee Loyalty	Correlation	.459	1.000	
		Significance (2-tailed)	.000	.	
		Df	89	0	

Table 7: Partial Correlation Testing for Organizational Structure
a. Cells Contain Zero-Order (Pearson) Correlations
Source: Research Data, 2018

In table 6 above, the zero-order partial correlation between Leadership Change Management and Employee Loyalty shows the correlation coefficient where organizational structure is not moderating the relationship; and this is, indeed, both high (0.711) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for Employee Loyalty, however is (0.459) and statistically significant (p-value (= 0.000) < 0.05.).The observed positive "relationship" between Leadership Change Management and Employee Loyalty is due to underlying relationships between each of those variables and organizational structure. The zero correlation revealed that both Leadership Change Management and Employee Loyalty are highly positively correlated with organizational structure, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.459 and it is significant at α = 0.05, therefore we reject the null hypothesis and conclude that: organizational structure significantly moderates the influence of Leadership Change Management and Employee Loyalty. The study was operationalized with the dimensions of Leadership Change Management being Succession Planning, Procedural Justice and Communication Strategy. Employee Loyalty was measured by Employee Commitment and Employee Retention. The study was guided by five research questions and seven research hypotheses.

4. Conclusion

In order to remain competitive in the long term, enterprises are compelled to undertake complex changes with increasing speed, efficiency and success. Management of leadership change is a method, or process of facilitating change and development in culture, structure, process, people and technology in use, leadership styles and even the physical aspects of the work environment. This succeeds in establishing that there exist significant relationship between the dimensions of leadership change management which includes but not limited to succession planning, procedural justice, change communication and the measures of employees loyalty in the Rivers State public sector organisations. It thus concludes that leadership change management significantly influences employee loyalty.

5. Recommendations

Based on the discussion and conclusion above, the following recommendations are hereby made:

- Management should be able to anticipate the future needs of the organization and assist in critically finding, assessing and developing the human capital as well. The retaining and development of the employee knowledge base for the future responsibility would be achieved with an effective succession planning.
- Management of organizations should ensure that the procedure for ascendancy to higher levels of authority should be clearly defined for all employees. When employees understand the pathway to leadership emergence, the worries of change in leadership would naturally be removed and acceptance becomes the norms. The need for fair policies, procedures, and criteria for decision about leadership change should be clear and unbiased.
- It is also very critical for management of organisations to recognize that information about change should be made available to all concerned. When internal stakeholders are informed about the changes to be made and the consequences of such changes, adaptation and followership is certain. Change communication should be deployed in managing the resistant reactions that untold change could have created.
- The Rivers State public sector management should promote healthy organizational culture as well as organizational structure that is clear to all employees to appreciate and understand. When this attitude exists, loyalty on the part of employees is easily attracted.

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